

JOINT MANAGEMENT BOARD



Cheshire
Constabulary



Dan Price
Cheshire
Police & Crime
Commissioner

DATE: Monday 5th October 2026

TIME: 10.00am

VENUE: Online via Teams

Any member of the public who wishes to observe this meeting is asked to register their interest no later than midday on Friday 2 October 2026 via email pcc@cheshire-pcc.gov.uk

AGENDA

Part 1 - Public Items

1. Minutes of Meeting held on 2 September 2026
2. Medium Term Financial Strategy
3. Fleet Strategy Progress Update
4. Joint Management Board Forward Plan

Part 2 - Private Items

The following matters will be considered in private as they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000, in accordance with the section indicated below:

<i>Item</i>	<i>Section</i>
<i>Strategic Risk Register</i>	(31) <i>Law Enforcement</i>
	(43) <i>Commercial Interest</i>

5. AI Enablement Programme Full Business Case

**For further information about this agenda, please contact:
The Office of the Police & Crime Commissioner on 01606 364000**



JOINT MANAGEMENT BOARD

Notes of the Joint Management Board held on Wednesday 2nd September 2026 which took place online via Teams.

Present: G Southern, Deputy Police and Crime Commissioner
M Evans, Deputy Chief Constable

Office of the Police and Crime Commissioner

D Taylor, Chief Executive
C Hodgson, Chief Finance Officer
A Murphy, Governance Officer

Cheshire Constabulary

B Dutton, Assistant Chief Constable
B Malloy, Chief Finance Officer
N Bailey, Chief People Officer
D Bryan, Chief Legal Officer
P Woods, Head of Planning and Performance

No members of the public observed Part 1 of the meeting.

Part 1 - Public items

1. Minutes of meeting held on Wednesday 5 August 2026

The minutes of the meeting held on Wednesday 5 August 2026 were received and approved with one slight amend to the N8 Policing Research Partnership Collaboration Agreement note.

2. Management Decisions

a) Police and Crime Plan

The report considered the Commissioner's draft refresh of his Police & Crime Plan 2024-28, and the management decision was made outside of this Board. The Deputy Police & Crime Commissioner and the Deputy Chief Constable approved the following recommendation:

(1) That the management decision be noted.

Decision no. 2026/03 – S Draft Police & Crime Plan 2024-28 (2026 refresh)

b) Northern Stations Capital – Arpley Street

The Constabulary sought approval for a capital budget to carry out refurbishment work at Arpley Street Police Station, and the management decision was made outside of this Board. The Deputy Police & Crime Commissioner and the Deputy Chief Constable approved the following recommendation:

(1) That the management decision be noted.

Decision no. 2026/04 – Northern Stations Capital – Arpley Street

3. People Strategy Update

The Chief People Officer presented an update on the progress of the People Strategy 2025-28. She explained that there are plans being delivered across all areas and updated on progress in attracting/retaining staff, leadership/talent development, performance/productivity, culture/wellbeing, inclusion/engagement, and achievements.

The Deputy Police & Crime Commissioner and the Deputy Chief Constable approved the following recommendation:

- (1) That the Board note the contents of the update paper.

The rationale for this was that the review of the People Strategy is part of the Commissioner's scrutiny of the Constabulary and enables checks on progress against strategy objectives.

4. Joint Management Board Forward Plan

An updated version of the Joint Management Board Forward Plan was noted.

Part 2 – Private items

The following matters were considered in private as they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000, in accordance with the section indicated below:

Item	Section
Strategic Risk register	(31) Law Enforcement

5. Strategic Risk Register

The Head of Planning and Performance presented the Strategic Risk Register for consideration and approval. He proposed that a risk associated with WAN installation be closed. It was also explained that risks associated with international conflict in the context of business continuity and operational resilience are under consideration.

The Deputy Police & Crime Commissioner and the Deputy Chief Constable approved the Strategic Risk Register and the following recommendation:

- (1) The WAN installation/transition delay risk can now be closed.

The rationale was that the effective management of strategic risk supports the delivery of high-quality policing services.

6. Joint Management Board Action Log

The Joint Management Board Action Log was noted.

The meeting concluded at 10.30am.

JOINT MANAGEMENT BOARD**DECISION NO. 2026/31****DATE: 05.10.2026****Medium Term Financial Strategy Review****Executive Summary:**

This paper presents a review of the Medium Term Financial Strategy forecast (MTFS), highlighting changes in the assumptions and modelling.

Recommendation:

- 1) That the Board note the changes in the assumptions and modelling
- 2) That the Board accepts the updated MTFS and approves it for publication as a revised version.

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

The Medium-Term Financial Strategy is fundamental in promoting good financial planning, the delivery of value for money, ensuring operational threats and risks are addressed and managed in line with operational demand and agreed priorities. This mid-year review provides updated figures based upon changes in the financial assumptions and modelling to take account of the most recent information.

Signature**Date 05.10.2026****Police & Crime Commissioner****Signature****Date 05.10.2026****Chief Constable**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

Introduction and background

1. The current Medium Term Financial Strategy forecast (MTFS) was agreed at JMB on 28/01/2026 and is attached at Appendix 1.
2. It can be seen from Appendix 1 that there was a forecast funding gap of £8.3m in 2027/28 and a total funding gap of £19.6m in the four years up to 2030/31.
3. There were, however a number of key assumptions built in to the MTFS that have changed and have a significant impact on the MTFS forecast. These changes are listed below:
 - a) We have assumed the government settlement for policing will remain at a flat cash rate. However, analysis shows that over the previous 10 years, the grant has increased at an average of 3.98% per annum.
 - b) The requirements of the Neighbourhood Policing Grant combined with those of the previous Police Uplift Programme and the Maintenance Grant meant that we had to programme the capacity to increase officer numbers. The Neighbourhood Policing Grant conditions have now changed and other grants have now rolled up into the main settlement or policing.
 - c) We assumed a pay settlement of 3%. However, the settlement for officers has been agreed at 3.5% with the government providing funding for the additional increase up to the end of 2028/29. Whilst it has been indicated that this funding will be rolled up into the main settlement, we have yet to receive confirmation of this position.
 - d) We are also now aware of a number of operational funding streams being reduced and have reflected these in our review.
 - e) There are also a number of smaller items that have become clearer such as charges for national systems and the increased employee mileage rate.
4. The revised MTFS forecast is shown at Appendix 2, reflecting the changes listed above. It can be seen that the funding gap in 2027/28 is now £2.3m and we expect this to be closed through our annual Priority Based Budgeting exercise. In the medium term, up to 2030/31 the forecast funding gap is now £10.5m with a peak in 2029/30 when the pay settlement funding is due to cease.
5. In carrying out the review of the MTFS we also identified a number of future items that we need to monitor, but do not yet require a financial provision:
 - a. Sentencing Act – we currently have a provision in our MTFS based on NPCC estimates, however the full impact will only emerge over time
 - b. Introduction of Domestic Abuse Protection Orders – this will be addressed through our annual PBB exercise but the longer term impact is currently unknown.
 - c. PCC transition – we know there will be a transition required but the financial impact is not yet known
 - d. 2028 Euro's and the G7 – preparation for these events is underway however, the financial impact is currently unknown

Financial Comments

6. Work continues with our annual PBB exercise in line with budgeting timetables for the 2027/28 budget.

Legal Comments & Commercial Comments

7. Legal implications associated with this update will be considered through the PBB exercise in setting the 2027/28 budget.

HR Comments

8. HR implications associated with this update will be considered through the PBB exercise in setting the 2027/28 budget.

Equality Comments

9. There are no specific equality comments associated with this update.

Public access to information

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Is there a Part 2 form – No

If yes, for what reason: the report contains restricted information relating to Law Enforcement, section 31 and Commercial Interest, section 43 of the Freedom of Information Act 2000.

Contact Officer: Bill Malloy – Chief Finance Officer (Constabulary)

Email: william.malloy@cheshire.police.uk

CHIEF FINANCE OFFICER (OPCC) DECLARATION:

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature



Date: 05.10.2026

Appendix 1 – MTFS 2027-2031

Table 1 - MTFS Revenue Budgets	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Base budget (Gross)	307,654	323,470	329,352	336,498	343,775
Inflation	13,131	8,686	9,477	9,832	10,139
Commitments & Unavoidable Demand	9,430	5,578	1,508	1,297	898
Savings identified	-6,745	-126	0	0	0
Gross Expenditure	323,470	337,609	340,336	347,627	354,812
Income and specific grants	-30,377	-29,768	-29,808	-29,850	-29,893
	293,093	307,841	310,528	317,777	324,919
Transfer to/(from) reserves	-181	0	0	0	0
Net Budget to be funded	292,912	307,841	310,528	317,777	324,919
Government grant	-163,741	-163,741	-163,741	-163,741	-163,741
Legacy Council Tax Grant	-8,256	-8,256	-8,256	-8,256	-8,256
Council tax - Precept	-120,608	-127,587	-134,693	-141,928	-149,295
Council tax - Collection Fund	-307	0	0	0	0
Total Funding	-292,912	-299,584	-306,690	-313,925	-321,292
Budget Gap	0	8,257	3,838	3,852	3,627
Total Cumulative Budget Gap 2026-2031					19,574

Appendix 2 – Revised MTFS 2027-2031

	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Base budget (Gross)	323,512	334,192	343,963	352,217
Inflation	10,207	11,235	11,651	12,032
Commitments & Unavoidable Demand	2,768	454	1,155	-227
Gross Expenditure	336,487	345,881	356,769	364,022
Income and specific grants	-32,652	-32,824	-30,813	-30,982
	303,835	313,057	325,955	333,040
Transfer to/(from) reserves	500	500	0	0
Net Budget to be funded	304,335	313,557	325,955	333,040
Government grant	-166,197	-168,690	-171,220	-173,789
Legacy Council Tax Grant	-8,256	-8,256	-8,256	-8,256
Council tax - Precept	-127,587	-134,693	-141,928	-149,295
Council tax - Collection Fund	0	0	0	0
Total Funding	-302,040	-311,639	-321,404	-331,340
Budget Gap	2,295	1,918	4,551	1,700
Total Cumulative Budget Gap 2027-31				10,465

JOINT MANAGEMENT BOARD**DECISION NO. 2026/32****DATE: Monday 5 October 2026****Fleet Strategy 2026 - 2029 Update****Executive Summary:**

This paper presents an update on the progress of the Fleet Strategy 2026-29.

Recommendation:

That the Board note the contents of the update paper

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

Review of the Fleet Strategy is part of my scrutiny of the Constabulary and enables me to check on progress against its objectives

Signature**Date 05.10.2026****Police & Crime Commissioner****Signature****Date 05.10.2026****Chief Constable**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

Introduction and background

1. The Fleet Strategy 2026-2029 was approved by JMB in March 2026.
2. The Fleet Strategy has five main themes:
 - i. **Fleet Assets:** Managing the fleet of today to maximise vehicle utilisation, support vehicle flexibility and improve vehicle management.
 - ii. **Fleet Maintenance:** Ensure vehicles are reliable and available with a focus on technical standards, parts management and partnership working.
 - iii. **Fleet Sustainability:** Aim to lower the Constabulary's environmental impact by conserving resources and cutting waste.
 - iv. **Fleet Procurement:** Specific focus on the selection of all vehicles including purchase costs, and whole life running costs ensuring all vehicles are fit for purpose.
 - v. **Fleet Performance:** Deliver against specific metrics and challenging service objectives which have a clear link to financial budgets and capital programs.
3. The strategy aims to support frontline operations by delivering high-quality vehicles, which are safe, fit for purpose, and meet the ever-evolving needs of modern-day policing.
4. Six months into delivery of the Fleet Strategy, strong progress has been made in delivering across all five strategic themes.

The focus has been on:

- Embedding the fleet restructure new roles and responsibilities
- Implementing new key performance measures across all areas of Fleet
- Aligning with the development of new **national technical standards**

5. Progress Against Strategic Themes

5.1 Fleet Assets

Using telematics, the fleet management team review vehicle utilisation of all Force vehicles every month. Over the past six months several vehicles have been removed and redeployed or decommissioned from units where low usage has been identified.

Work is ongoing to reduce the external hire spend by an initiative to provide vehicles sourced from our internal fleet, from the small number of long-term external hires we have already managed to reduce this by 25% and have plans for further reductions in the next few months.

5.2. Fleet Maintenance

Fleet continue to comply with the NPCC national technical standards across all our maintenance provision and sit on the National technical committee.

Over the past few months our technicians have completed advanced technical training for the VAG group to enhance our diagnostics capability and improve knowledge.

We have developed and implemented a number of initiatives in relation to analysing defect jobs including work to prevent punctures and changing our brake pad replacement strategy on specific models to minimise defects in between service intervals.

We have enhanced our relationship with partners including supporting GMP with motorbike servicing and supplying recycled emergency equipment parts which are no longer part of our specification to partner forces.

Over the past six months we have seen significant number of safety recalls on the Peugeot Fleet (approx. 250 recalls) for both horn and camchain defects. All these recalls have been completed in house to minimise off road time.

We continue to work with independent assessors on all collision damage to audit and minimise body repair work to ensure best value and minimise spend. We also continue to assess any mechanical or collision write off to recycle any parts where appropriate.

5.3. Fleet Sustainability

Fleet Services are progressing the implementation of an EV pilot in Blacon, we have taken delivery and currently converting 6 x EV response cars and have ordered a further 6 x EV Cell Vans.

Mobile technicians operate out of fleet on a daily basis to repair vehicles on site at LPUs reducing the number of vehicle journeys to HQ.

Fleet continue to partner with driver training to improve driving standards linked to driving behaviours and improving the MPG of vehicles and have rolled out the installation of dashcams in all response cars as part of the collision reduction initiative.

5.4. Fleet Procurement

Over the last six months Fleet have updated the replacement model reviewing each vehicle against the strategy for both age and mileage. We have modelled a five-year capital plan and extending vehicles where appropriate.

The Cheshire Fleet Team actively participate on multiple working groups to support the national standardisation programme for developing specific vehicle role specifications including (but not limited to) PSUs and Firearms. This programme of work will support a national standardisation of all Police vehicles as well as creating increased buying power.

In terms of technology 95% of response cars have now been installed with dashcams and all new marked cars will be installed with low frequency rumble sirens to minimise PVCs caused by traffic or third-party driver awareness issues.

5.5. Fleet Performance

Fleet Services have developed and launched a comprehensive monthly KPI Pack for over 25 separate metrics including those outlined in the strategy. This includes commentary against the variances between target and actuals.

Fleet Services have seen a number of engine issues with the ageing/high mileage Volvo Fleet which and subsequently are being sent to dealerships for major work whilst they are still under warranty albeit most are now coming to the end of their warranty period. The majority of the Volvo fleet is set to be replaced this year, and vehicles are currently on order.

Key areas of workshop performance include

• Vehicle Availability	92%	Target 92%
• Workshop VOR	1.5 Days	Target 2.00
• Jobs Processed	479 per month average	Target 431
• Technician booked time	85%	Target 80%

6. Governance

- The **Strategic Vehicle Management Group** and the **Fleet Performance Meeting** continue to provide oversight of fleet demands, capacity, capability and productivity, ensuring alignment to strategic objectives.

7. Cheshire has an active presence on multiple regional and national meetings.

8. Key Achievements (First 6 Months)

- Strategy formally launched and embedded into Fleet Staff objectives.
- New Fleet monthly KPI Pack launched.
- Capital replacement modelling reviewed and updated.
- Technology (dashcams) rolled out on 95% of all response cars
- Collision Reduction initiatives have seen a continued reduction in PVC costs and insurance settlements.

9. Key Risks & Focus Areas (Next 6 Months)

- The rising price of diesel on a national level presents a significant financial risk.
- The reliability of RCU vehicles (Volvos) continues to present operational risks.
- Working with Estates to develop long term strategies for EV charging infrastructure.
- Improving the dealer network and support provision
- Reviewing the logistics options for vehicle collection and deliveries to minimise costs and reduce operational impact of VOR.
- Improving fuel saving opportunities.

Financial Comments

10. Work continues in line with budgets agreed for 2026-27 the current rising price of fuel has been offset with additional income and cost savings elsewhere however if the global price of oil continues to rise this may be a concern.

Legal Comments & Commercial Comments

11. There are no specific Legal implications associated with this update.

HR Comments

12. There are no specific HR implications associated with this update.

Equality Comments

13. There is no specific equality comments associated with this update.

Public access to information

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Is there a Part 2 form – No

If yes, for what reason: the report contains restricted information relating to Law Enforcement, section 31 and Commercial Interest, section 43 of the Freedom of Information Act 2000.

Contact Officer: Tim Sykes – Head of Fleet Services

Email: tim.sykes@cheshire.police.uk

CHIEF OFFICER DECLARATION : ACC Bill Dutton

I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature: *Bill Dutton*

Date: 05.10.2026

CHIEF EXECUTIVE DECLARATION:

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature:

Date: 05.10.2026

Joint Management Board Forward Plan - 2026/27

Date of Meeting	Room	Report Title	Part 2 Report	Cyclical Item	Lead Officer
1 April 2026	Teams	Management Decisions – 2026-01 Estates Strategy - Middlewich Northern Stations Capital – CSH Roof	No Yes Yes	No No No	Chief Executive Chief Executive Chief Executive
~~6 May 2026~~ Meeting cancelled	HQ	~~Force Management Statement~~ AI Enablement Programme	Yes Yes	Annual No	Deputy Chief Constable ACC
3 June 2026	RTH Teams	Provisional Financial Position Outturn 2025/26 Force Management Statement AI Enablement Programme Strategic Policing Requirement Estates Strategy Progress Update Environmental Strategy Progress Update	No Yes Yes Yes No No	Annual Annual No Annual Annual Annual	Chief Finance Officer (Con) Deputy Chief Constable ACC Deputy Chief Constable Chief Finance Officer (Con) Chief Finance Officer (Con)
30 June 2026	Teams	Treasury Management Outturn 2025/26 Utilisation of POCA Funding in 2025/26 Strategic Risk Register IT & Digital Strategy Progress Update Annual Risk Management Report Memorandum of Understanding – Diesel Tank	No No Yes Yes Yes Yes	Annual Annual Yes (with JAAC) Annual Annual No	Chief Finance Officer (Con) Chief Finance Officer (OPCC) Chief Legal Officer Chief Finance Officer (Con) Head of Planning & Performance ACC
5 August 2026	HQ	Financial Position 2026/27: First Quarter Review	No	Quarterly	Chief Finance Officer (Con)
2 September 2026	Teams	People Strategy Progress Update Strategic Risk Register Management Decisions 2026-03 and 2026-04	Yes Yes Yes	Annual Annual No	Chief People Officer (Con) Head of Planning & Performance OPCC Chief Exec
5 October 2026	Teams	Fleet Strategy Progress Update AI Enablement Programme Medium-Term Financial Strategy – Mid-Year Review	Yes Yes Yes	Annual No Annual	ACC ACC Chief Finance Officer (Con)

4 November 2026	HQ	Modern Slavery Transparency Statement - 2026 Update Procurement Strategy Progress Update Financial Position Report 2026/27: Mid-Year Review Treasury Management 2026/27: Mid-Year Review Strategic Risk Register	Yes Yes No No Yes	Annual Annual Quarterly Quarterly Yes (with JAAC)	Chief Legal Officer Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Legal Officer
2 December 2026	RTH				
13 January 2027	Teams	Review of the Scheme of Corporate Governance	No	Annual	Chief Executive
27 January 2027	HQ	Treasury Management Strategy 2026/27 Medium Term Financial Strategy 2027-2032 2027/28 Budget & Council Tax Precept Fees & Charges Handbook 2027 Financial Position 2025/26: Third Quarter Review Strategic Risk Register	No No No No No Yes	Annual Annual Annual Annual Annual Yes (with JAAC)	Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Legal Officer
3 March 2027	RTH	Financial Position 2026/27: Third Quarter Review Draft Internal Audit Plan for approval Fleet Strategy	No No No	Quarterly Annual No	Chief Finance Officer (Con) Chief Finance Officer (Con) ACC

TO BE CONFIRMED
Asset Management Strategy

JOINT MANAGEMENT BOARD**DECISION NO. 2026/33****DATE: 05.10.2026****AI Enablement Programme Update****Executive Summary:**

This paper provides an overview of the Business Case and approved recommendations for the progression of the AI Enablement Programme.

Recommendation: That

- 1) The Police & Crime Commissioner notes the AI Enablement Programme update.

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

The AI Enablement Programme embraces technology and innovation, drives efficiencies and exploits innovative new ways of working in line with the Police and Crime Plan.

Signature**Date 05.10.2026****Police & Crime Commissioner****Signature****Date 05.10.2026****Chief Constable**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

Introduction and background

1. The AI Enablement Programme has an existing 2026/27 budget detailed in Part 2 of this paper, which is being used to identify opportunities, undertake technical development and procure AI systems. Whilst this funding provides the foundation for initial testing and evaluation, it does not include the ongoing costs of operating, maintaining, and developing AI capabilities beyond this current financial year.
2. This Business Case provides updates on progress and allocation of spend and sought approval for the AI Enablement Team to continue further AI development, testing, and pilots from April 2027, whilst refining the costs and requirements for transitioning successful solutions into business-as-usual.
3. As several AI solutions and use cases are in pilot or early development stage, there is not yet sufficient evidence to robustly quantify their full costs, benefits, or return on investment (ROI). Early indications suggest savings and efficiencies through productivity gains and the ability to meet future, more complex demand; however, the three national challenges outlined in Section 2, together with the ongoing development of several use cases, mean that the overall return on investment cannot yet be accurately forecasted. Further detail is provided in Part 2 of this paper.
4. The Business case and subsequent recommendations were taken to SCT Business and approved on 30th September 2026, with a signed decision paper included in Part 2 of this report.

Financial Comments

5. Financial details are included within the Appendices and Decision Paper

Legal Comments

6. There is legal and commercial input to the AI programme governance. There are no legal comments/implications arising from the Business Case. Future legal risks will continue to be monitored and advice given as appropriate.

Equality Comments

7. Equality legislation must be considered at both the programme level and the individual project level when implementing AI technologies, to ensure the Force meets its legal obligations. At the programme level, equality considerations will be embedded into strategic planning and governance. Before any individual project is commissioned, an Equality Impact Assessment will be completed to assess potential impacts and ensure compliance

Public access to information

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Is there a Part 2 form – Yes

If yes, for what reason: report contains restricted information relating to Commercial Interests, section 43 of the Freedom of Information Act 2000

Contact Officer: Susan Watkins, Senior Project Manager

Email: susan.watkins@cheshire.police.uk

CHIEF OFFICER DECLARATION (Assistant Chief Constable, Bill Dutton):

I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature: *Bill Dutton*

Date: 05.10.2026

CHIEF EXECUTIVE DECLARATION (Damon Taylor):

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Damon Taylor

Signature:

Date: 05.10.2026